



# **Planning, Programming, Budgeting, and Execution (PPBE)**

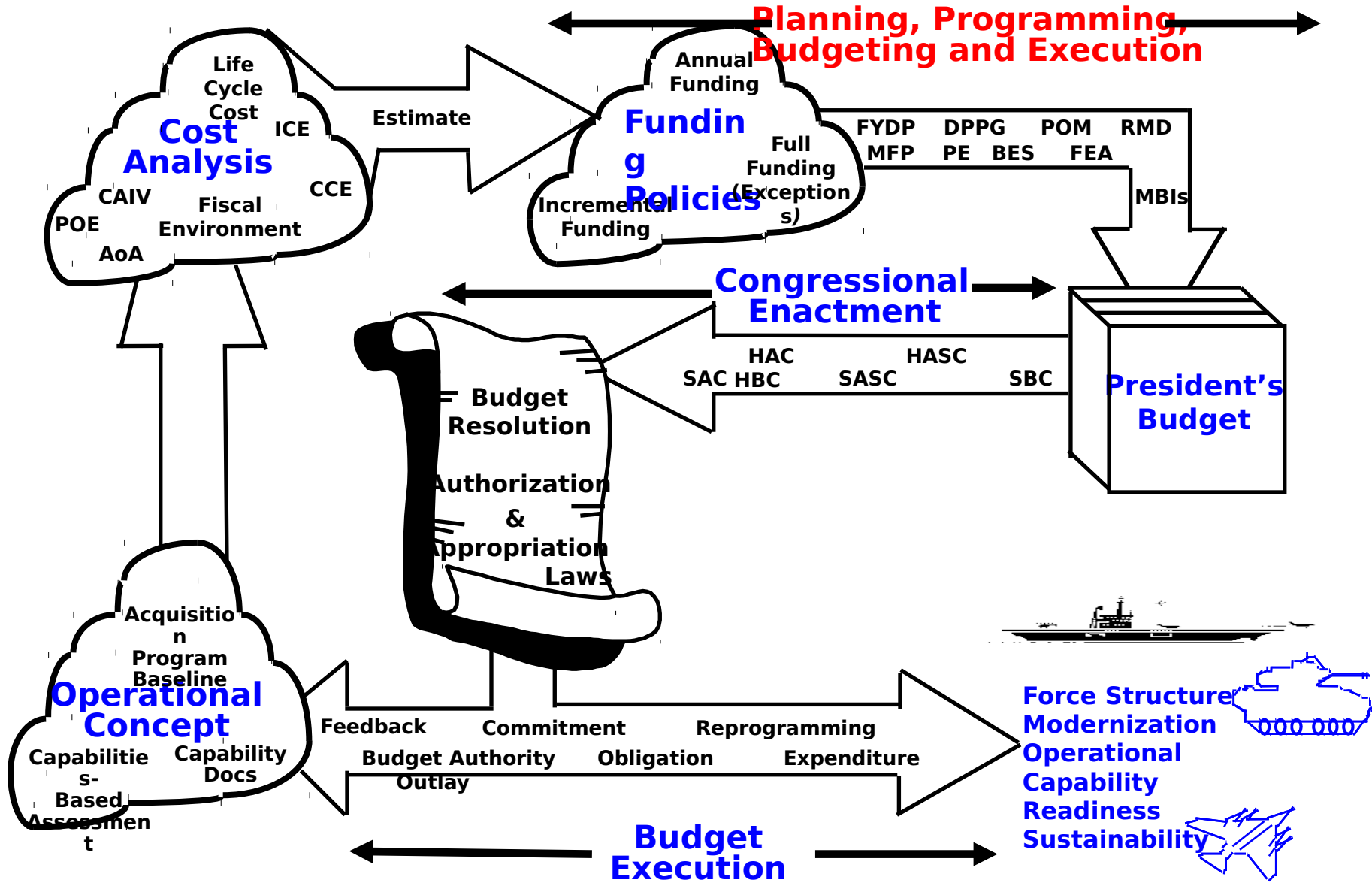
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# DAU Requirement to Capability





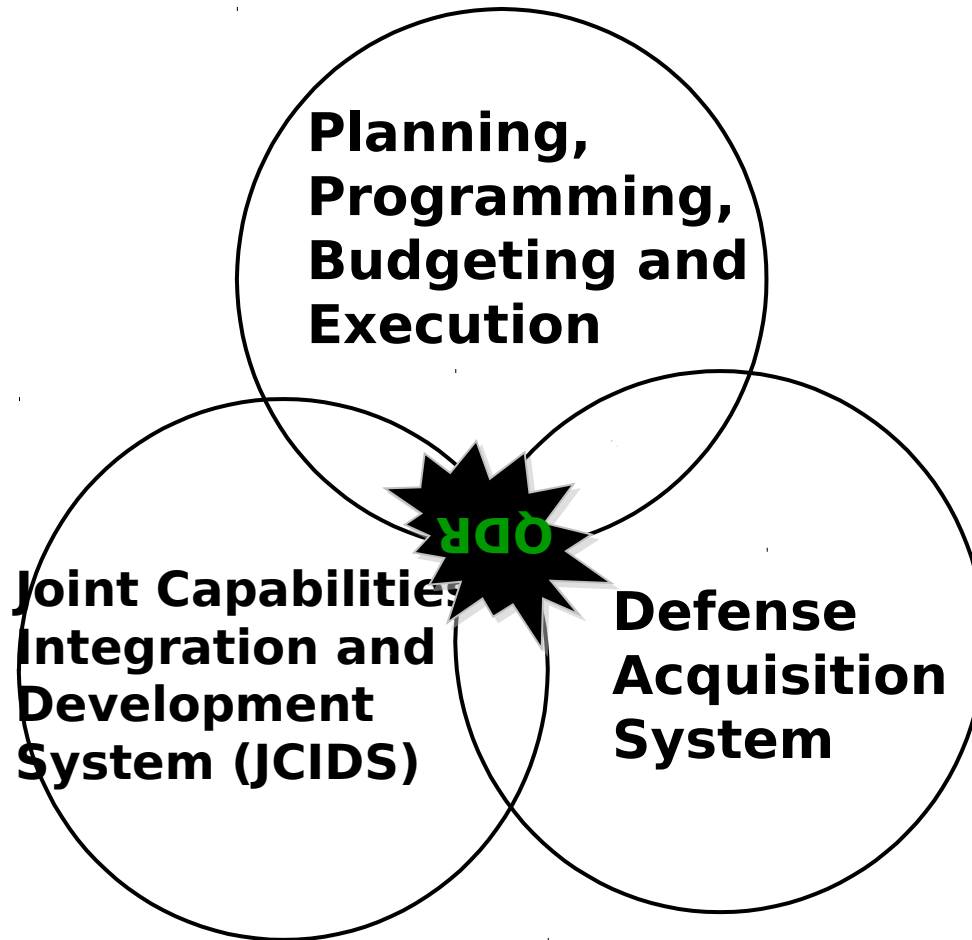
# PPBE Outline

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- **PPBE Overview**
- **Building Blocks**
  - **FYDP, MFP, Program Elements**
- **PPBE Process**
- **Membership of DAWG and SLRG**
- **Capability Portfolio Managers (CPMs)**
- **FY 12-16 Schedule**



# Three Major DoD Management Systems





# Resource Management System

- PPBE is the primary resource management system for DoD:
  - Articulates strategy
  - Identifies size, structure and equipment for military forces
  - Sets programming priorities
  - Allocates resources
  - Evaluates actual output against planned performance and adjusts resources as appropriate



# PPBE Phases

- **Planning (OSD Policy)**
  - Assess capabilities / review threat
  - Develop guidance
- **Programming (OSD CAPE)**
  - Turn guidance into achievable, affordable packages
  - Five-year program (Future Years Defense Program)
- **Budgeting (OSD Comptroller)**
  - Test for efficient funds execution
  - Scrub budget years
  - Prepare defensible budget
- **Execution Review** (concurrent with program/budget review)
  - Develop performance metrics
  - Assess actual output against planned



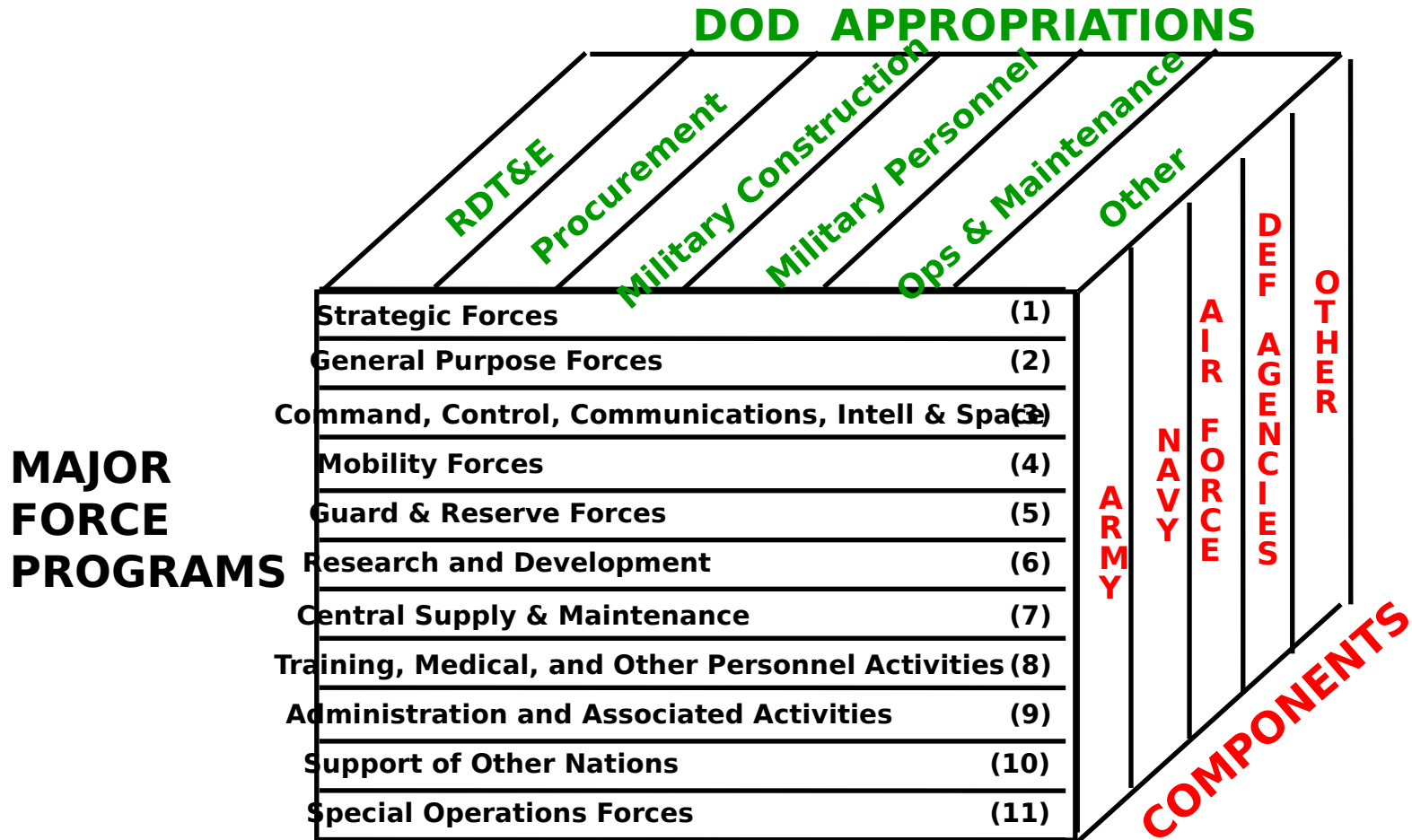
# Future Years Defense Program (FYDP)

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- **Computer database maintained by D,CAPE**
  - **Approved force structure and resources in SECDEF Defense Program**
  - **Contains PY, CY, **BY + 4 Out-Years** +**  
**12 13 14 15 16**
- 3 additional years for force structure only**
- **Updated two times per PPBE Cycle:**
    - **Program Objectives Memorandum/Budget Estimate Submission (POM/BES) - July**
    - **President's Budget (PB) - February**



# Future Years Defense Program (FYDP)







# Program Elements

**PROGRAM ELEMENT (PE):** Smallest aggregation of resources normally controlled by OSD

- **PE NUMBER:** Used to track and identify resources; seven digit number followed by an alphabetic suffix

- **PROGRAM 1 ( STRATEGIC FORCES )**

0101126F - B-1B Squadrons

0101215F - Peacekeeper Squadrons

0101228N - Trident

0101316A - Worldwide Joint Strategic  
Comm

0102424F - SPACETRACK

- **PROGRAM 2 ( GENERAL PURPOSE FORCES )**

0202112A - Airborne Divisions

0204224N - Frigates - Missile

0207138F - F-22 Squadrons

0207423F - Advanced Communications  
Systems

<b>A - ARMY</b>
<b>N - NAVY</b>
<b>M - MARINE</b>
<b>F - AF</b>
<b>D - OSD</b>
<b>C - MDA</b>
<b>E - DARPA</b>
<b>J - JCS</b>
<b>S - DLA</b>
<b>BB - SOCOM</b>
<b>DBD - DFAS</b>

Ref: DoD 7045.7 -  
H

# PPBE - Planning Phase

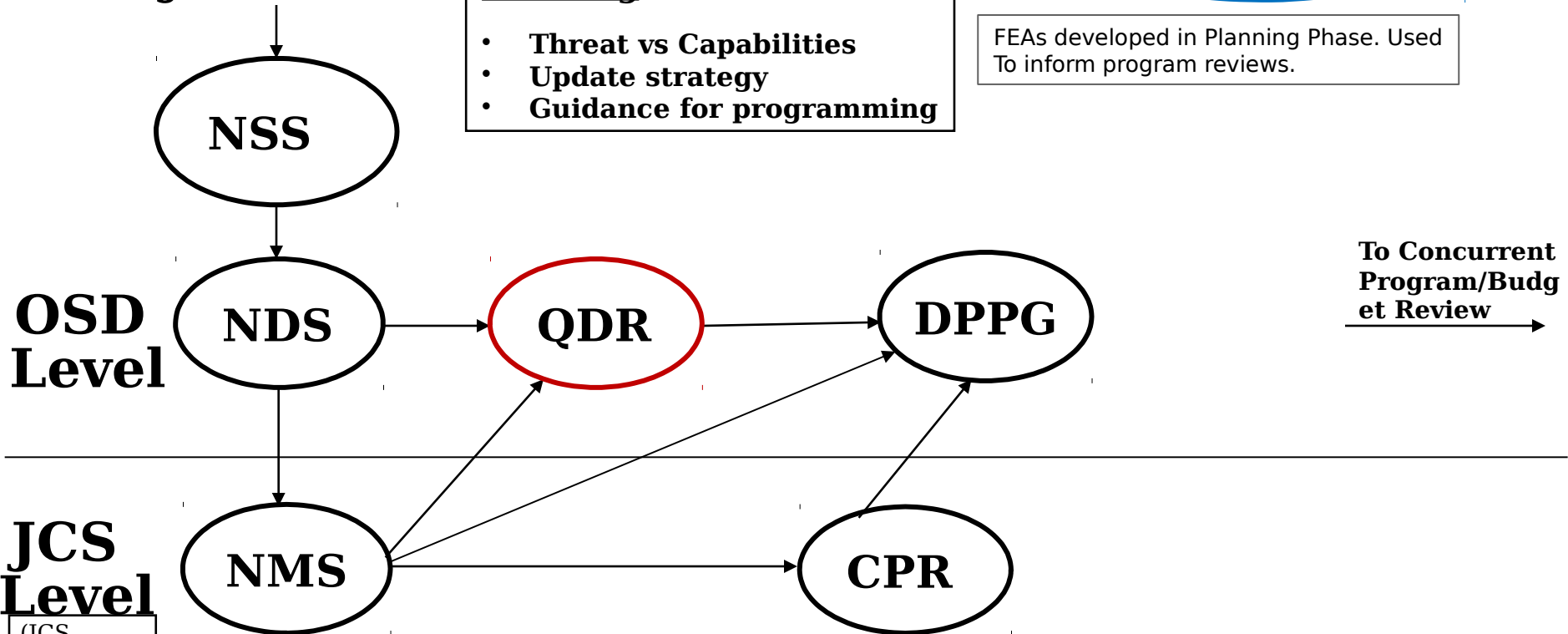
~Starts FEB/MAR (1<sup>st</sup> Year) APR (DPPG)/Sep (FEAs)  
 Finish 2<sup>nd</sup> Year

President  
 National Security Council  
 CIA/DIA/JCS/OSD



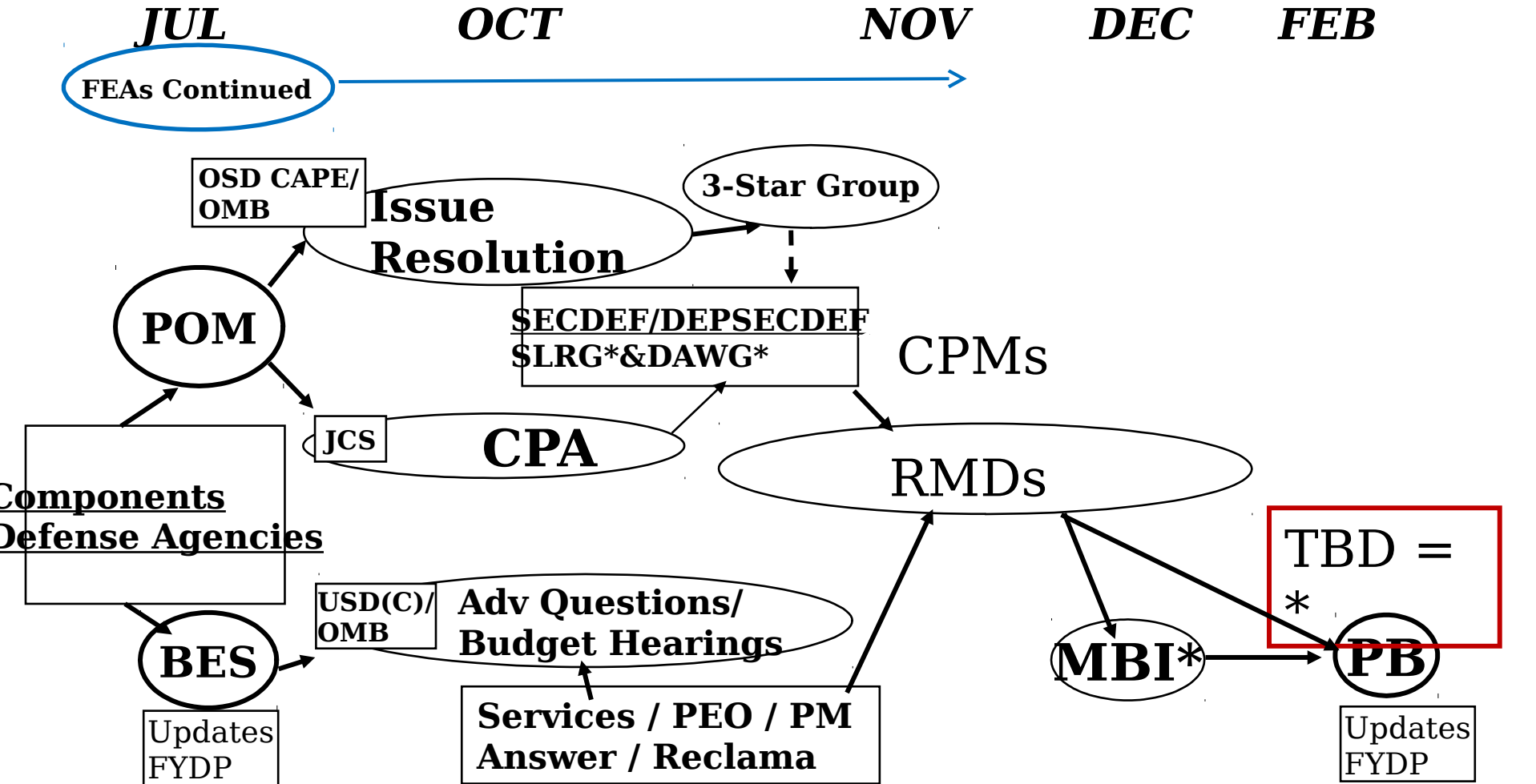
- Planning Phase focus:**
- Threat vs Capabilities
  - Update strategy
  - Guidance for programming

FEAs developed in Planning Phase. Used To inform program reviews.



**CIA** - Central Intelligence Agency; **COCOM** - Combatant Commander; **CPR** - Chairman's Program Recommendation  
**DIA** - Defense Intelligence Agency; **DPPG** - Defense Planning & Programming Guidance; **JCS** - Joint Chiefs of Staff  
**NDS** - National Defense Strategy; **NMS** - National Military Strategy; **NSS** - National Security

# Concurrent Program/Budget Review



S - Budget Estimate Submission; CAPE - Cost Assessment & Prgm Evaluation  
 COM - Combatant Command; CPA - Chairman's Pgm Assessment; CPM - Capability Portfolio Manager  
 DAWG - Deputy's Advisory Working Group; FEAs- Front End Assessments; FYDP - Future Years Defense Program  
 MBI - Major Budget Issues; OMB - Office of Management and Budget; PB - President's Budget  
 POM - Program Objectives Memo  
 RMD - Resource Management Decision; SLRG - Senior Leader Review Group



# Deputy's Advisory Working Group

- Deputy Secretary of Defense (Chair)
- Vice Chairman Joint Chiefs of Staff (Vice Chair)
- Under Secretary of Defense (AT&L)
- Under Secretary of Defense (Policy) and Principal Deputy
- Under Secretary of Defense (Comptroller) /Chief Financial Officer or Principal Deputy
- Under Secretary of Defense (P&R) or Principal Deputy
- Under Secretary of Defense (Intelligence) or Principal Deputy
- Secretary or Under Secretary of the Army • Director, Joint Staff
- Secretary or Under Secretary of the Navy • Chief, National Guard Bureau or Deputy
- Secretary or Under Secretary of the Air Force • Director, SP&P-J5
- Chief or Vice Chief of Staff of the Army • Director, FS,R&A-J8
- Chief or Vice Chief of Naval Operations
- Chief or Vice Chief of Staff of the Air Force
- Commandant or Assistant Commandant of the Marine Corps
- Commander or Deputy Commander, SOCOM
- Deputy Chief Management Officer
- ASD (Legislative Affairs)
- ASD (Networks & Information Integration/Chief Information Officer)
- ASD for Public Affairs
- General Counsel
- Director of Administration and Management
- Director or Principal Deputy Director, CAPE



# Senior Leader Review

Secretary of Defense  
 Deputy Secretary of Defense  
 Secretary or Under Secretary of the Army  
 Secretary or Under Secretary of the Navy  
 Secretary or Under Secretary of Air Force  
 Chairman Joint Chiefs of Staff  
 Vice Chairman Joint Chiefs of Staff  
 Under Secretary of Defense (AT&L)\*  
 Under Secretary of Defense (Policy)\*  
 Under Secretary of Defense (Comptroller)  
 Chief Financial Officer\*  
 Under Secretary of Defense (Intelligence)\*  
 Under Secretary of Defense (P&R)\*  
 Commandant or Assistant Commandant  
 of the Marine Corps  
 Director of Administration and Management

## Group

- Chief or Vice Chief of Staff of the Army
- Chief or Vice Chief of Naval Operations
- Chief of Staff or Vice Chief of the Air Force
- General Counsel
- ASD (Legislative Affairs)
- ASD (Networks & Information Integration/Chief Information Officer)
  - ASD for Public Affairs
  - Director, Cost Assessment & Prgm Eval
  - Director, Joint Staff
  - Deputy Chief Management Officer
  - Chief, National Guard Bureau

\* Or Principal Deputy



# Capability Portfolio Managers (CPMs)

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- **9 Portfolios are Based on Existing Joint Capability Area (JCA) Structure**
- **Civilian/Military Co-Leads Designated by DEPSECDEF**
- **Have No Independent Decision Making Authority**
- **Afforded Access to JROC, DAB & Other Established Component Forums**
- **Shall Establish or Identify Existing Portfolio-Level Governance for Each Portfolio**



# Capability Portfolio Managers (CPMs) Leadership

Capability Portfolio and Tier 1 JCA	CPM Civilian Lead	CPM Military Lead	Senior Warfighting Forum (SWarF) Lead *	CPM Joint Staff OPR *	Functional Capability Boards *
Command and Control	ASD (NII)	JFCOM	JFCOM	J-3	JFCOM
Battlespace Awareness	USD (I)	STRATCOM	STRATCOM	J-2	J-2
Net Centric	ASD (NII)	STRATCOM	STRATCOM	J-6	J-6
Logistics	USD (AT&L)	TRANSCOM	TRANSCOM	J-4	J-4
Building Partnerships	USD (P)	Director, J-5	JFCOM	N/A	J-5
Protection	USD (AT&L)	Director, J-8	STRATCOM	N/A	J-8
Force Support	USD (P&R)	Director, J-8	JFCOM	N/A	J-8
Force Application	USD (AT&L) USD (P)	Joint Requirements Oversight Council (JROC)	JFCOM SOCOM STRATCOM	J-8	J-8
Corporate	DCMO	Director,	N/A	N/A	N/A

\* As designated by the Chairman of the Joint Chiefs of Staff (CJCS)

# **FY 12-10 Program/Budget Schedule**

- |   |   |
|---|---|
| <b>2 Apr 10</b>                             | <b>Fiscal Guidance Issued</b>                   |
| <b>Apr 10</b><br><b>Guidance Issued</b>     | <b>Defense Planning and Programming</b>         |
| <b>30 Jul 10</b><br><b>(databases lock)</b> | <b>Component POM/BES Submissions Due</b>        |
| <b>2-13 Aug 10</b>                          | <b>Component POM Briefs to 3-Star/DAWG</b>      |
| <b>30 Aug 10</b>                            | <b>Issue Nominations Due</b>                    |
| <b>3 Sep 10</b><br><b>OSD/OMB</b>           | <b>Budget Justification Material Due to</b>     |
| <b>22 Nov 10</b>                            | <b>Program/Budget Review Complete</b>           |
| <b>7 Feb 11</b>                             | <b>President's Budget Submitted to Congress</b> |